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PROBLEMS OF PERSONNEL MANAGEMENT  
IN THE  
CENTRAL INTELLIGENCE AGENCY

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PURPOSE OF PAPER

The purpose of this paper is to list some of the special personnel management problems, which, to a great extent, are unique to CIA. Most of these problems are created by the Agency's basic requirement for security. No attempt is made to discuss present or proposed means of solving these special problems.

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DIVERSE GROUPS OF PERSONNEL

The complexity and nature of the mission of CIA creates special personnel requirements which cause problems in the development and effective utilization of a work force. Because of the varied nature of our personnel requirements and the need for our personnel overseas to work under cover arrangements we have various categories of personnel having different legal relationships, privileges, obligations and working conditions. The procurement, training and development of such diverse groups present problems of administrative control and personnel management.

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DD/S's Comments:

True -- our problem -- not Killian's.

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REQUIREMENTS FOR A YOUNG WORK FORCE

The problems of personnel morale, found in all Government agencies, are aggravated in CIA by the special need for a young work force. Keeping a youthful work force and still abiding by Government regulations and practices under our democratic American system causes much frustration for the Agency group which is responsible for clandestine activities. Older employees, keenly interested in job security, wish to remain in the Agency until they are eligible to receive retirement benefits. Attrition of younger career personnel in the middle and upper grade levels increases when these individuals realize that their chance of advancement to higher grades is diminished by the fact that these positions are now filled by able men who will remain in the Agency for many years before retiring. Among these are the "hangers-on" who are extremely difficult to identify and then to separate when identified. Individuals who are doers in the Agency often feel stymied and resent, and often rightfully so, the tendency of persons in control placing job security above getting the job done.

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DD/S's Comment:

This is a real problem. However we should insure that we are not talking about Gov't regulations which we have the legal authority to ignore if we choose. As a problem, however, tied in with selection out and early retirement this would appear to be a good one.

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LONG-TIME DEVELOPMENT OF CAREER OFFICERS

The present terrific pressures for current intelligence makes the long-time development of many of our potential career officers impossible. The increasing need for -on-the-spot observers and agent handlers does not allow time to put these individuals through the step-by-step journeyman stages. Young men who become activists without any experience or training as generalists have little future in the Agency after they reach the age of 45, when for numerous reasons such as health, family responsibilities, etc., many individuals are no longer able to perform overseas.

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DD/S Comment:

Not impossible but difficult -- Early retirement again.

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3 December 1957

Gordon:

This morning I asked Kirk about the Killian Committee's interest in personnel problems and he advised me that the Director had not yet referred the matter to the Intelligence Advisory Committee. However, he expected that it would be referred to the Committee before too long. We should continue to work on the problem but not against any particular deadline.

I have read with some care the attached paper on "Problems of Personnel Management in the Central Intelligence Agency" and have penciled my off-the-cuff reactions thereon. In general, I think we should remember that the Killian Committee has neither the time nor the inclination to go very deeply into the internal problems of this Agency, particularly where we have the power and authority to handle such matters ourselves. I don't think that we should refer to them problems which are purely internal and concerning which we have full authority to take corrective action where necessary without any outside assistance, nor do I think it would be wise to give them problems which are in fact reflections upon our internal management. Much of the paper could be used to set the stage for the unusual conditions under which we work; however, this should lead to a very small number of major issues on which we feel we need outside assistance, and perhaps legislation.

I think that we should look at this matter fairly selfishly and submit problems to them only where we really believe they can and will be helpful to us in their solution.



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L. K. White

1 Att: Memo dtd 20 Nov 57 to DD/S  
fr D/Pers, subj.: "Topics for the  
Killian Committee." (O & 1)

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